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MEMORANDUM FOR: DD/P Training Officer

SUBJECT : Area Training

1. Forwarded herewith for your information and consideration is a study prepared by the Plans and Policy Staff, OTR, to assist me in determining, within the current OTR budget and personnel ceiling, the proper size and scope of our area training facility. This study takes into account the needs of DD/S and DD/I but is concerned primarily with area orientation and training support for the Clandestine Services.

2. The conclusions and recommendations of this study may be summarized as follows:

a. To meet the objective to facilitate personal adjustment by an employee (and his dependents) to life and service with CIA overseas, OTR should

(1) continue and expand the present Americans Abroad Orientation (AAO) series of courses so as to encompass all overseas stations and bases, with attendance recommended for all staff and contract personnel, and their dependents, who are going to the country (area) for the first time;

(2) continue to present the Dependents Briefing, preferably on a compulsory basis for all first-timers, at least. (This is not an area course, per se, but it is complemented by the AAO as part of the preparation for overseas assignment.)

b. To meet the objective to develop on the part of an employee a general understanding of a country (area) and to enable him to appreciate its problems, OTR should

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(1) in close coordination with the area branches (desks), develop area bibliographies for "guided" or "required" reading (these bibliographies should include lists of publications of general interest or of more specific subjects, such as economic or political/military), and in conjunction with these bibliographies, prepare appropriate reading and discussion guides and oral and written tests to be conducted within the area branch;

(2) if there is a confirmed requirement and sufficient registrants, prepare and conduct short, intensive "area study" courses to supplement the required or guided reading (in this connection it is believed that priority attention should be given to the Middle East, Africa South of the Sahara, and South Asia);

(3) if appropriate and necessary to meet a stated requirement, recommend and arrange external training at a Washington area (or other) school, college, or university; and

(4) in cooperation with other Agency components, arrange for ad hoc lectures or seminars exploiting the current availability of an "area expert" or other exceptionally well-informed person to review current area problems of unusual interest and importance.

c. To meet the objective to enable an employee to carry out most effectively and efficiently his specific area assignment whether overseas or at headquarters, OTR should

(1) present the new Introduction to Overseas Effectiveness (IOE) course, including intensive study of the individual trainee's area of interest or assignment;

(2) recommend and arrange external training at an appropriate school, college, or university;

(3) be prepared, on the basis of firm requirements and a sufficient advance registration, to conduct up to three "senior seminars" per year to discuss and analyze current area problems of operational and/or intelligence interest.

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3. I should appreciate your reading the attached study, and at your earliest convenience would like to have your reaction to the concept of area training as set forth above. If the Clandestine Services accept this approach to the area training problem, I shall then seek similar concurrence from DD/I and DD/S. Let me take this opportunity to reiterate our desire to provide what area training the Clandestine Services believe is essential to their needs. At the same time, we wish to eliminate or redirect courses or other training activities which are superfluous to needs. We can handle only a limited number of "one shot" requirements for area training and may have to place greater reliance on external training to meet them.

MATTHEW BAIRD  
Director of Training

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